



INCORPORATING EMPLOYEES IN PERFORMANCE IMPROVEMENT

**JACKSON PARISH HOSPITAL
JONESBORO, LOUISIANA**

***L. J. Pecot, Chief Executive Officer
Toby Tubbs, Chief Operating Officer***

www.jacksonparishhospital.com

ADVERSITIES:

- **Heavy Debt**
- **Unprofitable Psych Unit**
- **Over Staffed**
- **Low Census**

➤ Unfavorable Contracts - MD & CT

➤ Unable to Cash Flow

➤ CEO Changed 12 Times in Last 7 Years

➤ Struggled to Meet Payroll

**➤ Extremely High Insurance Premiums
Health - Liability - Workman's Comp**

➤ No Trust in Administration

➤ Low Morale

➤ Accounts Payable > 48 Months

UNCERTAINTY:

Rumors

- *Future of the Hospital
- *St. Francis here to skim off profit and close
- *Keep staff with low pay

*Frequent Calls from Police Jury
President with Complaints*

DISCOVERY PROCESS:

- Charge Master Very Outdated*
- Work Flow Not Efficient*
- Billing Process Too Slow*
- Poor Collections*
- Barriers Between Departments*
- Lack of Continued Education*
- Lack of Knowledge of Performance Improvement Process*
- Multiple Department Heads*
Excessive Number of Middle Managers - 22

BUILD TRUST WITH:

Employees

Board of Directors

Community

SHARE INFORMATION:

- Financial Statements

- Plans

PROBLEM SOLVING:

- Renegotiated Contracts as They Expired*
- Parish Residents Voted to Increase Millage from 8 Mill to 10 Mill*
- Dedicated Ad Valorem Tax for 10 years to make a \$2.4 mil loan to Decrease Accounts Payable and Eliminate Potential Lawsuits*
- Renegotiated and/or Rebid Insurance*
- Closed Psych Out-Patient Unit*
- Sold Home Health When Payment Method Changed*
- Updated Chargemaster In-House*

- *Each Department Enters Charges*
- *Pharmacy and Clinical Support Services Upload Charges Electronically*
- *Improved Collections with Judgements, Garnishments, 1-1/2% Interest per Month*
- *Changed Health Plan (All Services Free to Employees and Family/\$170.00 per Month to Purchase Plan - No Group Insurance)*

- Provided Education and Training*
- Assigned Team Leaders - Resource Leaders - 12*
- Reduced Staff Through Attrition
200 FTE's down to 125 FTE's*
- Recruited Two Physician to Help
With Census*

IDENTIFY LEADERS:

- ➔ *Respected by Others*
- ➔ *Possessed Above Average Skills*
- ➔ *Possessed Management Skills*
- ➔ *Well Organized*
- ➔ *Employed 3-5 Years*
(Had Made Commitment to Hospital)
- ➔ *Most Lived Locally*
- ➔ *With Whom We Had Developed a Trusting Relationship*

SHARE PERSONAL SKILLS:

Began IS Department to Develop Computer Network Throughout Hospital - Write Computer Programs and Interface Programs

Build Shelves in Storage Building

Paint and Wallpaper Out-Patient Areas

TEAM LEADER MEETINGS:

Discuss:

Budget - Operating and Capital

Monthly Financials

Current Events - Changes

Plans

Quarterly Employee Meetings

ROUND TABLE MEETINGS: Weekly

Requested by Pharmacist to Discuss:

- *Problems*
- *Rumors (Hospital Closing-
Doctors Leaving)*

Each Member Participated With:

- *Comments*
- *Suggestions*

Financial Information was Reviewed

“19.3”

***Combined Acute Care and Psych
Census Necessary to Pay All
Expenses***

19.3 On Heading of Our Sign In Sheets

Shared This Number With:

Doctors

Board of Directors

Team Leaders

All Employees

CHANGE IN ORGANIZATIONAL STRUCTURE:

*Has caused Round Table to be
restructured and reduced in number*

Renamed - Executive Council

*Management
Directors
Team Leaders*

Executive Council Meets Bi-Weekly

Still discusses problems and solutions to:
HIPPA

Financial Statements

Strategic Planning - Off Site

Purchase/Prioritize Capital Budget Items

Soon to Begin market Share Study

Performance Improvement

- Each meets with PI Consultant monthly*
- Each meets with CFO to discuss
monthly financials*

Meets off campus approximately 4 times/year

*STRATEGIC
PLANNING
GOALS*

*Change and embrace
a service culture in order
to excel and exceed
expectations of
those we serve.*

Become
the
“Employer of
Choice”

*Develop the
infrastructure/
capabilities necessary
to be
successful*

*Lower costs by
a minimum of 3%
by improving
operational
efficiency*

*Increase our market
share for services, develop
initiatives to extend our
presence into our delivery
area by growing and
expanding our
services*

*Develop strategies to
improve and
strengthen physician
relations*

RECAP:

- *Use your employees as resources - each one knows something better than you.*
- *You can't know everything.*
- *They experience the problems you only hear about*
- *Share information - good or bad*
- *Identify your leaders and utilize their skills*
- *Surround yourself with knowledgeable people. As in our case - they make you look good.*